Examination of Options

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Introduction

Stakeholder engagement to further develop the options for optimizing committee mandate has been undertaken. This work was done in concert with the concurrent work of amending the Procedure Bylaw. The engagement findings have been summarized below in Table 1.

Table 1: Summary of Engagement Findings

Topic	Summarized Findings
Subcommittees of PFC	• Priorities and Finance Committee (PFC) propose and vote, when necessary, if a subcommittee should be struck for a topic. • When struck, create Terms of Reference for the subcommittee detailing a clear purpose, Administration support and timelines.
PFC Meetings	• Implement a timed agenda system. • Implement and utilize a consent agenda. • Develop a strategic agenda-setting process with a focus on One Calgary priorities and strategies. • Follow the meeting protocols as described in the Procedure Bylaw.
Members of Council – Areas of Expertise	• Identify budget so Councillors may attend conferences/courses in an area they wish to develop. • Create (use) a skills matrix for Councillors to self-identify strengths/areas of development/areas of interest for increased Councillor training. • Assess the skills required for each committee, capture Councillor self-identified skillsets and use this information when self-selecting committees. • Councillors who take specific training or attend conferences share information with peers through lunch and learns, presentation, etc.
Notice of Motions (formerly Notices of Motions)	• Adopt criteria for assessing Notices of Motions • Create an assessment tool.
Other	• Create a one-page, quick tips for meeting timing for members of the PFC to support awareness of the flow and time limits laid out in the Procedure Bylaw. • Make amendments to the Procedure Bylaw so that the Chair of PFC is determined in the same method used to determine the chairs of all SPCs.

The Council approved changes to the Procedure Bylaw and an in-depth analysis of the remaining options is presented in this Attachment.

Approved Changes to the Procedure Bylaw

Through Council's approval of PFC2019-0591, Amendments to the Procedure Bylaw, many of the options put forward in PFC2019-0302 have been accepted. These changes include:

1. PFC can create and be responsible for subcommittees and approve their terms of reference,
2. Notice of Motions will be introduced at the PFC,
3. PFC has the authority to make final decisions within its mandate, and
4. PFC will use a consent agenda for briefing reports.

Other options for improving meeting management and efficiencies was also proposed. Stakeholder engagement explored these options.

Option 1: Utilize the roles/powers of the PFC allowed in the Procedure Bylaw

The current Procedure Bylaw, 35M2017, describes specific meeting protocols which, when followed, help to create a streamlined meeting. These protocols, as listed in Part 5 Section B, "Flow of Agenda Items" item 77, include:

(c) questions of clarification from Members to Administration (three minutes per member, not including response from Administration), and
(e) debate [on motion on the floor] (once per member).

In Section B, "Debate on Motions", item 107 states that "No member may debate twice on a motion…" Lastly, in "Length of Debate", item 109 specifies "A Member's debate, including questions to Administration, but not Administration's responses, must not exceed:

(a) five minutes on a main motion,
(b) three minutes on an amendment, and
(c) three minutes for the Member who moved the main motion to respond to questions raised during debate.

Engagement of Members of Council stated that it is up to the chair of the committee to control the flow and efficiency of a meeting by ensuring adherence to the Procedure Bylaw. It is also the responsibility of committee members to know the Procedure Bylaw and follow the rules themselves. The Bylaw, however, is a long and detailed document, and committee members may not always remember the specifics outlined in it. To support this, quick tip documents on meeting techniques intended to support meeting efficiency, if willingly utilized, could be provided and improve the flow and shorten the time of meetings.

Option 2: Clarify the PFC agenda setting process

Clarify the PFC agenda setting process, including; how it's accomplished, who is involved and how alignment to stated priorities (as outlined in the One Calgary: 2019-2022 Service Plans and Budgets document) will be achieved.

Agenda Setting Process

During the engagement process for PFC2019-0302, many of the Senior Executive Advisors stated that regular meetings with the chairs of their related Standing Policy Committees (SPC) occurred. In these meetings, discussions centered on upcoming reports, agendas and report

timing. PFC currently does not have regular meetings with the committee chair, and engagement with stakeholders has uncovered a desire to have a more strategic approach to creating the PFC meeting agendas. Some of the engagement feedback included:

- The opportunity exists for the Chair of PFC and the Chief Financial Officer's office to work more collaboratively and strategically when creating the PFC agendas,
- Alignment between Council and committee agendas could support a larger view of what is happening within the organization,
- PFC could focus its attention on a specific priority, such as Economic Recovery, which would communicate a clear direction to Administration; and
- The alignment between PFC, Council and Council committees could be supported by having regular, monthly agenda review meetings with all the Council and committee chairs.
- A more strategic agenda may decrease some of the confusion expressed as to the PFC's mandate.

PFC Alignment with Priorities

The PFC's agenda alignment with priorities has been identified as an area of improvement. Currently, the mandate is very broad, and the committee seems to be a "catch-all" forum. Focusing PFC on Citizen Priorities/Council Directives/One Calgary could support members of Council's desire to be more strategic, improve Council's governance role and better leverage a committee whose membership consists of all the SPC chairs. Feedback from stakeholders on this topic are shown in Table 2.

Table 2: Stakeholder Feedback – Alignment of PFC Agenda to Stated Priorities

• SPCs and Council need a bigger view of what's happening in the organization • Lack of clarify of the priority piece of PFC • Need a better understanding of what items are priorities • Currently PFC agenda is not aligned with One Calgary • Focusing on stated priorities may support Councillors in staying at a more strategic level • All committees and Council should be focused on delivering One Calgary

Aligning the PFC agendas to One Calgary priorities could help Council and Administration to know which items and reports should come to PFC for discussions and which should go to other committees.

Option 3: Utilize meeting management and workflow management tactics

Utilize additional meeting management and workflow management tactics, including:
- o alignment of PFC, SPC and Council agendas
- o use of timed agendas for PFC.

Alignment of Council and Council Committee Agendas

Good governance can be supported by having all committees and Council focused on delivering One Calgary which would enhance the alignment of Council and committee agendas. By aligning all agendas to priorities, connections could be made with work that is occurring at other SPCs, through their chairs who comprise the membership of the PFC, and give a corporate

wide view of the work throughout the organization. The line of sight between all committees' work could be strengthened at PFC allowing Council to have a more robust understanding of the efforts being made to achieve Council's vision. The presentation and discussion of priority items is intended to support the governance role of PFC and members of Council. Table 3 highlights the pros and cons of aligning Council and Council committee agendas.

Table 3: Pros and Cons of Aligning Council and Council Committee Agendas

Pros	Cons
• Supports a bigger view of what is happening in the organization • May help to align all work across the organization • Could support Council and Committees with focusing on One Calgary priorities and strategies • May support Council in being more strategic • May decrease duplication of work going to various committees	• Chairs may feel they are not in charge of their committees • Could impede committee flexibility

Although engagement with stakeholders supported aligning the work being done at committee with One Calgary priorities and strategies, it did not show a desire to more concertedly align agendas across SPCs, PFC and Council. Engagement also resulted in the identification of the following possible concerns:

- Being prescriptive about coordination results in a process that has more dependencies, ergo, more points of failure
- Creates scheduling issues
- Decreases the agility to deal with emerging issues
- Must consider cost vs benefit – who is better off

To minimize the risks of being too prescriptive, focusing on aligning all agendas to One Calgary priorities and strategies would gently support the governance and improve overall coordination without detracting from committee chair's ability to lead in their own way.

Timed Agendas

Another option proposed intended to support meeting efficiency is the use of timed agendas at PFC meetings. Currently, the agendas of Strategic Meetings of Council and some committee meetings do utilize this tactic, and the meeting organizers acknowledge that it is incumbent on the will of the chair and committee members to adhere to it.

Feedback gathered from engagement activities suggested wide support and a willingness to try this option; however, it did bring out some possible drawbacks. Table 4 lists the pros and cons associated with timed agendas.

Table 4: Pros and Cons of Timed Agendas

Pros	Cons
• Supports Administration in preparing succinct presentations • Increases meeting efficiency by helping Council/committee members adhere to timelines by staying on task. • Increases productivity by giving a time estimate to Administration so staff do not have to sit in chambers unnecessarily • Sets expectations in advance	• May cause Committee to rush through presentations and discussions • Causes Administration more work by increasing the need to prepare committee members in advance of a meeting if questions and discussion is truncated • Gives the Chair a tool to limit debate • May create extra work for Clerks if there is an expectation for them to monitor meeting timing • Causes the Chair more work to keep the meeting flowing and on schedule • May infringe on a chair's style

A timed agenda may improve meeting efficiency, and that should not be traded for good governance. Making decisions based on partial or rushed information does not support good decision making. Timed agendas need thoughtful planning and a concentrated effort to ensure items get the attention deserved. Utilizing a timed agenda in combination with other options (e.g. consent agenda) may have a greater effect.

Option 4: Cultivate/recognize areas of Councillors' expertise

Cultivate/recognize, informally, different areas of particular knowledge or expertise of Councillors (e.g. by compiling and referencing a self-determined skills matrix for both Council and Citizen Committee members, in addition to a workload matrix, to support decisions at the Organizational Council Meeting).

Another option identified through the initial work was cultivating/recognizing, informally, different areas of particular knowledge or expertise of Councillors. This option would support Councillors in executing their governance role by allowing them to increase their knowledge in specific areas which would give them a better understanding into some of the issues facing The City. Engagement highlighted that if Councillors do not intentionally take courses or attend conferences, they may lack information necessary for good governance and may be making decisions or expressing opinions from a place of misinformation.

Stakeholder engagement on this option identified many pros, cons and risks. These thoughts should be taken into consideration when determining next steps, as there may be intended consequences related to creating Councillor "experts". Table 5 lists the pros and cons while Table 6 lists some of the identified risks.

Table 5: Pros and Cons of Developing "Expertise"

Pros	Cons
• Creates a single point of contact for Administration • Would support committees to match skills of members to skills required by committee • May help with committee chair selection • Increases a Councillors awareness and knowledge of a specific topic • Improves governance by having more knowledge in an area • Could inform debate	• Councillors need to be decision makers and stay impartial • Current Council culture may not support this • May result in a tiered feeling within Council • Councillors with "more time" may take more courses • May allow Councillors to get too much in the weeds instead of staying at the higher, more strategic level • May create conflicts • Public opinion may not support Councillors using tax payer money to take courses

Table 6: Risks Associated with Developing "Expertise".

Risk
• People overrate themselves • There may be a gaps between skills identified for a committee and the available skill sets • Possible confusion for public about who to go to: ward's elected official or the person who has the "expertise" • Possibly creates a caucus system • Councillors do not want to take training/attend conferences and would like access to those funds for another reason • Councillors may feel that training is not equitable.

Feedback from Councillors on this option and from the initial phase of this work, supported not developing a "tiered" structure amongst members of Council. The feedback also stated that many Councillors had an expertise developed through their previous work, and that an informal system of Councillors engaging peers as a resource was already occurring.

The feedback from Administration also supported the idea of not having specific Councillors as the stated "expert". Administration preferred reaching out to Councillors who self-selected as the champion for a specific initiative. Councillors who champion issues do so out of a place of passion and interest which creates a different spirit in the work.

Although tapping a Councillor as an expert amongst peers may not result in the benefit intended, there is a benefit to committees and overall governance by Councillors having better knowledge of relevant issues/topics. A self-assessment tool may match Councillors to committees if committees were also assessed to determine the expertise required to support

their mandates. A self-assessment matrix could also be used to highlight areas that may benefit a Councillor by identifying areas for intentional learning.

Option 5: Minor modifications to the Procedure Bylaw

Review Notices of Motion from elected officials and direct them to Council or Committees for debate, ensuring each includes an estimated cost and explanation of alignment with stated priorities (as outlined in the One Calgary: Service Plans and Budgets 2019-2022 document)

On 2019 June 17 Council approved to have Notices of Motions go first to PFC to be vetted against specified criteria and refined before going to Council for debate and vote.

The purpose of vetting these motions is to enhance the wording, intention and accuracy of a motion as well to ensure no redundancy of on-going work or that a reconsideration would be required when moving this motion at Council. Along with those considerations, many stakeholders proposed criteria to be used to enhance or increase Councillors' understanding of the costs or unintended consequences of a motion. Table 7 lists the most common criteria.

Table 7: Criteria to Assess Notices of Motion

Notice of Motion Draft Criteria	Covers
Capacity and Financial Analysis	Does Administration have the resources within the approved plan and budget to do the required work? What is the estimated cost of resources (e.g. FTEs, resource hours) that are required to complete the work on this motion?
Alignment with Citizen Priorities/Council Directives/One Calgary strategies/Policies	Does this motion help to advance Council Directives or a Council Policy? Which one(s)? Does this Motion support or conflict with current Council directed work? Is Administration currently doing this work?
Emergent/urgent	Is it critical that this work be done at this time? Does this work address an emergent issue? If less urgent, could this matter be progressed through the regular adjustments to The City's plans and budgets instead?
Clarity and accuracy*	Is the intention of this motion clear? Is the wording of the motion accurate?
Legal authority	Does the motion fall within the legal purview of The City of Calgary

The criteria listed above does align with assessment criteria used in Project Management processes.[1] Also, the Council Innovation Fund and Council Community Fund have recently adopted a Terms of Reference that uses criteria to assess funding applications before it is submitted to Council. Using set criteria to assess Notices of Motions is intended to support the PFC's members in applying due diligence and governance in advance of Council's decision making responsibility.

Conclusion

Along with approving the Notice of Motion vetting criteria and procedure as described in Attachment 3, the following further suggestions have emerged through the stakeholder engagement analysis:

- Follow the meeting protocols as described in the Procedure Bylaw.
- Continue the work of developing a strategic agenda setting process for PFC with a focus on One Calgary priorities and strategies.
- Implement a timed agenda at PFC.
- The CFO's office will continue working with the Chair to consolidate agendas under Council priorities.
- All Standing Policy Committees focus their agendas on One Calgary priorities and strategies.
- Identify budget so Councillors may attend conferences/courses in an area they wish to develop and share information learned with peers.
- Create (use) a skills matrix to self-identify strengths/areas of development/areas of interest for increased Councillor training.
- Assess the skills required for each Committee, capture Councillor self-identified skillsets and use this information when self-selecting committees.
- Create a one-page, quick tips for meeting timing for members of the PFC to support awareness of the flow and time limits laid out in the Procedure Bylaw.
- Make amendments to the Procedure Bylaw so that the Chair of PFC is determined in the same method used to determine the chairs of all SPCs.

The application of these suggestions is intended to support the continual improvement to governance advanced by the PFC.

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[1] BC campus, accessed April 12th, https://opentextbc.ca/projectmanagement/chapter/chapter-2-what-is-a-project-project-management/